



**UNITED STATES MARINE CORPS**

25TH MARINE REGIMENT  
4TH MARINE DIVISION  
MARINE FORCES RESERVE  
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CO  
8 May 07

REGIMENTAL POLICY LETTER 008-07

From: Commanding Officer  
To: Distribution list

Ref: (a) MFR Administrative Guidance and Instructions for  
Mobilization/Activation and Demobilization/  
Deactivation  
(b) MFR Force Sustainment Model  
(c) Commandants Planning Guidance dtd 13 Nov 06  
(d) 4th MarDiv Sourcing Solutions  
(e) CG 4TH MARDIV msg R 091521ZJAN07  
(f) Under Secretary of Defense memo 15 Mar 07

Subj: SOURCING OF UNIT PERSONNEL FOR CONTINGENCY  
OPERATIONS IN SUPPORT OF THE MARINE FORCES RESERVE FORCE  
SUSTAINMENT MODEL

1. Purpose. To establish procedures for sourcing unit personnel in order to achieve a minimum of 95% of Table of Organization (T/O) strength upon activation in support of contingency operations, as set forth in reference (b).

2. Cancellation None.

3. Background.

a. The Commandant stated in his Planning Guidance, "As a Corps, we must remain faithful to our enduring mission - to be where our country needs us, when she needs us, and to prevail over whatever challenge we face." The United States' commitment to the Long War is characterized by diverse and sustained engagement around the globe. Twenty-fifth Marine Regiment is committed to support a strong force in readiness whenever called upon. As a Regiment, we must strive to man our units with well-trained and properly equipped Marines by utilizing all resources available. We are engaged and will stay engaged until this Long War is over.

b. In accordance with references (a), (c) and (d), the Commanding General, 4th Marine Division, has expressed his

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intent to source unit personnel shortfalls internally and utilize the activation authority for all personnel, to the extent possible, given future contingency commitments under the Force Sustainment Model (FSM) and existing activation authority.

c. The Under Secretary of Defense released revised mobilization/demobilization policy, reference (f), for Reserve Component members on 15 March 2007. Significant changes to the policy should be noted when identifying shortfalls and sourcing augments.

d. In accordance with reference (b), 2nd Battalion, 25th Marine Regiment is scheduled to activate in support of Operation IRAQI FREEDOM rotation 08.2 in June 2008 and deploy in September 2008. Properly manning 2nd Battalion for this activation will require support from across the Regiment. The early identification, assignment, and integration of augments to 2nd Battalion is essential to their ultimate success. All personnel manning efforts across the Regiment will support this goal.

4. Policy.

a. Personnel will be sourced from across the Regiment to fill valid T/O vacancies (up to a minimum of 95%) within the unit to be activated, except from those units that are scheduled to deploy with any of the next six OIF rotations per the FSM (rotations 06-08.2 to FY10.1). Activating units will identify manpower shortfalls and the Regiment will identify the availability to source the requirements internal to the Regiment.

b. In accordance with the FSM the following rotation schedule applies to units within 25th Marine Regiment:

Rotation	Deploy	Unit
08.2	Fall 2008	2nd Bn
09.2	Fall 2009	HQ Co Truck Plt/Det Comm Plt
10.2	Fall 2010	3rd Bn
11.1	Spring 2011	1st Bn

c. Efforts will be made to ensure all enlisted Marines are activated and deployed for at least one contingency operation during their obligated service.

d. To minimize the use of volunteerism within the Regiment, the Regiment will source personnel shortfalls for near-term deploying units from within the Regiment first. Ensure existing

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organic unit resources are used before external sourcing assistance is requested. Utilize the following criteria to determine eligibility:

(1) The previous policy limiting involuntary mobilizations pursuant to 10 U.S.C. 12302 to 24 cumulative months is rescinded. The Services are granted authority to involuntarily activate reserve members regardless of previous activations or cumulative time spent previously activated.

(2) Activation orders shall not exceed 12-months. At the Service discretion, this period may exclude individual training required for deployment and post-mobilization leave. Although this duty is involuntary, it shall not be counted as mobilization time for the specific purpose of calculating dwell time. Additionally, voluntary tours of duty shall be considered as dwell time for members performing such tours. Requests to extend units beyond the 12-month activation period will be reviewed on a case-by-case basis and will be approved only in cases of extreme or unusual operational or organizational circumstances.

(3) When determining who will be ordered involuntarily to active duty the following should be given consideration:

a) length and nature of previous service taking into consideration involuntary and voluntary active duty in support of current contingency operations.

b) family responsibilities; and

c) employment necessary to maintain national health, safety, or interest.

(4) SMCR Majors (O-4) are considered available for activation with another unit if they have been selected for promotion, or are anticipated to be selected and promoted before their parent unit's planned activation under the FSM.

(5) SMCR officers and enlisted Marines are available if they have never been activated and their parent unit is not scheduled to be activated under the FSM until six or more rotations after the unit they would augment. This is to ensure the Commandant's intent of 1 to 5 dwell (1:5) for SMCR personnel is followed.

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(6) SMCR enlisted Marines are considered available if they have sufficient remaining obligated service under their current enlistment contract to complete the unit's scheduled activation of their parent unit before their Mandatory Drill Participation Stop Date (MDPSD). Commanding General, 4<sup>th</sup> Marine Division has directed that Marines with a MDPSD after the activation date will complete the mandatory one-year activation before being eligible for transfer to the Individual Ready Reserve (IRR). Marines in this category should be identified and involuntarily activated to support another activating unit.

(7) Utilization of Inspector-Instructor (I-I) Staff personnel will be in accordance with paragraphs 1002 and 1003 of reference (a). In order to meet timelines for activation of Peacetime Wartime Support Team (PWST) members, requests must be submitted at least 120 days prior to activation date.

e. The priority for filling shortfalls is 2nd Battalion, Headquarters Company Truck Platoon/Communications Detachment, 3rd Battalion, and then 1st Battalion. To that end, the following guidance is provided:

(1) Second Battalion. Marines who have not yet been activated will be the focus of the effort to man 2nd Battalion. Fully understanding that meeting the Commandant's intent of 1 to 5 dwell ratio for individuals will require several years and multiple rotations to achieve, First Battalion's Marines that have not yet deployed will support 2nd Battalion as well as a subsequent activation in 2011. The current FSM supports unit dwell time of 1 to 5, however selected individuals that have not yet deployed with their parent units may have a shorter dwell period. Majors that fall under guidance in paragraph 4.d.(1) of this letter are eligible for consideration to be involuntarily activated as well as Marines that fall within eligibility of paragraph 4.d.(3) of this letter. All volunteers to support 2nd Battalion should be reviewed on a case-by-case basis to ensure the Regiment is optimizing personnel utilization. Consideration should be given to the MDPSD of 1 June 2008.

(2) Truck Platoon/Communications Detachment. The T/O structure for this rotation has not been fully defined. Upon guidance from 4<sup>th</sup> Marine Division possible manpower shortfalls will be addressed from within the Regiment and then externally to the Division.

(3) Third Battalion and 1st Battalion. Future rotations as determined by the FSM indicate these two Battalions will

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activate in 2010 and 2011 respectively. Manpower for these units will greatly depend on attrition, recruiting and retention. More guidance will be provided as the rotation dates draw nearer.

f. Provided the FSM does not change, the Regiment will follow the guidelines set forth in this policy to augment personnel shortfalls internally. Each Battalion will make certain that input for future fiscal year (FY) prior service and non-prior service recruiting plans match the projected attrition as closely as possible, so incoming accessions will support the manpower goals. Normal pipeline accessions will also ensure manning does not dip below acceptable levels.

g. Commander's Critical Information Requirements (CCIR)

(1) Changes to the FSM.

(2) Shortfalls to key billets (defined as Officers, SNCOs, and/or critical military occupational specialty billets) for near-term activations.

(3) Key billet holders due to rotate in accordance with retention on station guidelines prior to unit's next activation.

5. Action. Commanding Officers will ensure that the guidance set forth in this policy letter is disseminated and adhered to in order to maximize utilization of SMCR personnel in support of OIF contingency operations.

6. Applicability. This policy is applicable to all commands within the 25th Marine Regiment. This policy will remain in effect for all future activations within the Regiment as directed in reference (b). Publication of future guidance from 4th Marine Division, Marine Forces Reserve, or Headquarters Marine Corps, may require modifications to this policy. Such revisions will be provided via formal changes to this policy letter.

  
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